

July
18 June 1969

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for file

2104-9

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : IG Survey Report on OCI

1. The over-all judgment reached in the Inspector General Survey of OCI, I note to my satisfaction, is that the Office "does well in keeping the President and all other high-ranking officials abreast of current developments." This is, of course, OCI's primary responsibility. The IG finding confirms my view that OCI is a highly professional organization which meets its difficult and changing responsibilities with extraordinary effectiveness.

2. To say this, however, is not to say that improvement is not possible. We know it is, and we welcome constructive criticism. Recommendation #1 proposes that the Director of Current Intelligence:

- a. make those organizational changes needed to group similar functions in single staff units,
- b. assign duties to area chiefs that will make them truly managers of their areas for both administration and production,
- c. fill the deputy area chief positions,
- d. eliminate division chiefs,
- e. eliminate analyst positions that are not needed, and

SECRET EYES ONLY

f. assign secondary responsibilities to junior analysts.

3. I ought to say at the outset that this portion of the survey has given me some difficulty in that I find it over-specific in prescribing organizational changes and under-specific in describing the problems to be solved. My own concept of what an IG survey can best do is to identify and precisely define trouble spots in such detail as to provide management with the needed information to make adjustments. Suggestions for such adjustments can be helpful but they ought to be general (i. e., "reduce the number of levels in the command chain") not specific (i. e., "fill the deputy area chief positions... eliminate division chiefs"). I have offered these opinions orally to the Inspector General, and I am confident he understands my position.

4. The Director, OCI, has carefully analyzed these proposed organizational changes and has made several important adjustments. I attach a brief statement by him regarding them.

5. Recommendation #2, dealing with editorial practices, proposes: "That the Director of Current Intelligence establish a firm editorial policy and limit editorial review to the Production Assistants and top management."

6. To my mind, this recommendation has some of the faults of the previous one. I believe that the Director, OCI, already has a clear editorial policy: i. e., to produce the best possible finished intelligence, expressed in clear, precise, and readable language. We work endlessly at this, with all the imagination and resources we can bring to bear. As to limiting the editorial review to production assistants and top OCI management, I am not confident this is desirable. It might relieve some of the frustrations of the analysts though I should point out that every first class analyst intensely resents all editing, and we expect a certain constant level of grumbling. (On this I could have appreciated more information on the disease and

less on the cure.) In the last analysis, I am inclined to judge the need for change by the quality of performance we are now getting. By all accounts, OCI production must be rated first class as to accuracy, lucidity, and readability. Unless the frustration level of OCI analysts is intolerably high, I prefer not to change the system.

7. Recommendation #3, proposes that the Director, OCI, reduce the number of positions allocated for NIS research to a level more compatible with the number of man-years currently required to produce materials for the NIS program.

8. This problem had been examined prior to the IG Survey and remedial action has now been taken. The figures used for the number of OCI positions in support of the NIS program were several years out of date. These figures have been adjusted to conform with reality and were included in the program plans sent forward to the Executive Director on 1 March.

9. Recommendation #4, suggested that the Director, OCI, establish a program with the approval of the DDI to give systematic attention to the research needs of OCI.

10. The suggestion that OCI expand its basic political research is being given careful consideration. At the same time, I think it should be made clear that OCI does, in fact, have a rather extensive research effort on a continuing basis. While much of this production has not been formally labelled "research," it is indeed research under any reasonable definition of the process. This is in part a problem of definition.

11. As a result of the Inspector General's report, OCI has undertaken a thorough review of the research activities of the Office. (The attached paper has several paragraphs on research changes.) In addition, I have directed that a study be made of research activity throughout the Directorate to see if it is desirable to deploy our resources for research differently.

and to recommend the manner in which such activity can be most effectively managed. I shall forward my findings and recommendations when this study has been completed.

12. Recommendation #5, suggests that the Director of OCI:

a. acquaint all personnel with OCI's position on rotational assignments and internal and external training as these relate to career development,

b. establish procedures that permit all professional personnel to be considered for promotion in an office-wide basis,

c. ensure that fitness reports are prepared by the employee's actual supervisors, and

d. improve the existing orientation program for new analysts.

13. The Inspector General's Survey has disclosed some significant shortcomings in terms of personnel management which deserve careful attention. It has also been helpful to OCI's management to find out what people down the line are thinking. As the report noted, OCI had already identified some of these problems and taken steps to deal with them systematically. In addition, the Director, OCI, has designated a senior officer to supervise the development of a complete program of career development for the Office. This officer has been instructed to perfect and establish his program with all deliberate speed rather than to try to ameliorate individual personnel problems haphazardly. A report of this program will be submitted to you when completed.

/s/ R. J. Smith

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R. J. SMITH
Deputy Director for Intelligence

DDI & I - Addressed

Attachment:

Memo to All OCI Employees,
"Office Changes",
18 June 1969

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